

Memorandum

To: Panel Members Date: June 26, 2003

From: Charles Lundberg, Manager
Peter DeMauro, General Counsel Analyst: S. Joyce

Subject: One-Step Agreement for **Radiological Associates of Sacramento Medical Group, Inc. (SET)**
www.radiological.com; www.cancer.radiological.com

CONTRACTOR:

- Training Project Profile: SET-Workers Earning at Least State Average Hourly Wage
- Legislative Priorities: Moving to a High Performance Workplace
- Type of Industry: Services
- Repeat Contractor: No
- Contractor's Full Time Employees:
 - Company Wide: 633
 - In California: 633
- Fringe Benefits: Yes
- Union Representation: No
- Name and Local Number of Union representing workers to be Trained: N/A

CONTRACT:

- Program Costs: \$312,176
- Substantial Contribution: \$0
- Total ETP Funding: \$312,176
- In-Kind Contribution: \$892,722
- Reimbursement Method: Fixed-Fee
- Counties Served: Sacramento, Placer, El Dorado
- Duration of Agreement: 24 months

SUBCONTRACTORS:

None

THIRD PARTY SERVICES:

None

NARRATIVE:

Radiological Associates of Sacramento Medical Group, Inc. (RAS) is a provider of diagnostic imaging, nuclear imaging, radiation oncology and medical management services for the greater Sacramento and Northern California. RAS qualifies for ETP funding under the SET provisions specifically targeted for frontline workers earning at least the state average hourly wage outline under Title 22 California Code of Regulations, Section 4409(a).

The RAS employee census has doubled in the past six years as RAS has experienced a growth in its service area, new sites, as well as expanding the types of service provided at existing sites. Employees are continuously introduced to new procedures and technologies as physicians strive to stay ahead of medical demands.

According to RAS executives, radiation and chemotherapy are specialized fields and as such, lack qualified employees. This shortage of skilled staff makes it necessary for RAS to provide its employees training and cross training that allows staff to meet the minimum requirements for their responsibilities. A skills assessment was done by RAS and a training plan was developed based on the results.

Advanced Technology training will be offered to Radiologic Technologist, Radiologic/Mammography Technologists and Radiation Therapists. Trainees need to be skilled and cross-trained on all equipment, providing them enhanced skills and variety in their work. This will result in assignment flexibility for the company.

Business Skills training will be provided to all trainees. Administrative staff will learn the new RAS Kronos time keeping system and the related accounting and payroll systems. Medical and technical staff will receive training in new and upgraded medical software. This will give trainees the skills to use the new software and upgrade their professional skills.

Commercial Skills training will be provided to Radiologic Technologist, Radiologic/Mammography Technologists, Radiation Therapists, Accounts Receivable Analyst, Accounts Receivable Training Specialist, Clinical Researcher, Clinical Social Worker, Dosimetrist II & III, Licensed Vocational Nurse, Management Trainer, Marketing Services Rep, Magnetic Resonance Imaging/Computed Tomography (MRI/CT) Technologist, Nuclear Medicine Technologist, Nurses, Positron Emission Tomography (PET) Technologist, Special Procedure, Staff Physicist and Ultrasound Technologists. Trainees will learn to operate new equipment used for document imaging, nuclear medicine, and other new computerized medical technology.

In addition, radiation safety training will be offered to Accounts Receivable Analyst, Accounts Receivable Training Specialist, Clinical Researcher, Clinical Social Worker, Licensed Vocational Nurses, Management Trainer, Marketing Services Representatives, Nurses, Special Procedure personnel. The training will be provided to staff working in and around sites performing radiation therapy. Trainees will learn safety procedures to implement when working in an environment containing radiation material.

NARRATIVE: (continued)

Continuous Improvement training will be offered to Managers, Chief MRI/CT Technologists, Supervisors, Chief Physicist, Lead Physicist and Supervisors. These employees perform frontline services in excess of 70 percent of their work hours, but are the point of contact staff in their respective departments. This training will enable them to mentor staff as well as plan, evaluate and monitor department projects.

Supplemental Nature of Training

The Contractor says evolving medical technology, and company expansions make training an ongoing practice with RAS. RAS trains staff in mandated safety training, new employee training and in topics related to government compliance. Past training has been limited in scope and is given through video training, on-the-job training and limited classroom training. The ETP funding will allow RAS employees to attend formalized training on new equipment, procedure protocol and new processes in a class environment. Resident expert trainers will be used in most cases and extensive trainee interaction will be possible in specific topics.

In-Kind Contribution

Radiological Associates estimates its in-kind contribution to be \$892,722. Trainee wages while they are in training will be \$692,722, with an additional \$200,00 spent for replacement workers and training employees who are not included in this application.

COMMENTS:

Training Hour Waiver

Radiological Associates requests a waiver to the 40-hour minimum. It has determined that 32 hours of training for 159 staff is sufficient training for workers to obtain the necessary Computer, Business and Commercial Skills to perform their jobs in a timely manner.

Advanced Technology

Radiological Associates of Sacramento Medical Group, Inc., is requesting the Advanced Technology Fixed Fee cost reimbursement for 62 trainees in sophisticated and advanced technologies. ETP policy allows a fixed fee reimbursement rate of \$20 per hour for Advanced Technology skills training, requiring a trainer to trainee ratio of 1:10 or less. Furthermore, training must be customized to occupations that involve the production and/or use of sophisticated equipment and software in fields such as electronics, computers, and biotechnology.

The applicant is proposing that training being provided to Radiologic Technologist, Radiation Therapists and Radiologic/Mammography Technologists meets the definition of Advanced Technology. RAS employees will be trained to use the following: MRI/CT and Dosimetry training. Dosimetry is the science of radiation measurement for radiation therapy. Training will be delivered in a one to one ratio to allow sufficient time on the equipment and to provide hands-on guidance in programming systems and computer controls. The wages for these trainers range from \$35.00 to \$41.00 per hour. RAS is requesting an ETP reimbursement of \$20 for this training per class/lab hour versus the normal \$13 per hour reimbursement rate.

Frontline Workers

Under this project 251 trainees are frontline workers as defined under Title 22, California Code of Regulations Section 4400(ee). These persons directly produce or deliver goods and services.

COMMENTS: (continued)

Only 23 of the 251 trainees are managers and supervisors (9 percent) participating in this Agreement and these 23 trainees perform frontline work in excess of 70 percent of their work hours.

The Contractor states that no senior-level managers or executive staff who set company policy is included in the ETP training plan.

Contractor agrees that during ETP-funded training hours, trainees will not produce products or provide services that will ultimately be sold.

Radiation safety training in specific safety procedures will not exceed 10 percent of the total job-related Vocational Skills training hours for staff working in and around sites performing radiation therapy.

PROPOSED ACTION:

Staff recommends that the Panel approve this One-Step Agreement, the training under the 40-hour minimum and the Advanced Technology Fixed Fee cost reimbursement if funds are available and the project meets Panel priorities. This recommendation is based on the company's need to continuously upgrade the medical technology skills of the employees and to give emphasis to the customer sensitivity given in this unique industry.

TRAINING PLAN:

Grp/Trainee Type	Types of Training	No. Retain	No. Class/Lab Videocnf. Hrs	No. CBT Hrs	No. SOST Hrs.	Cost per Trainee	Hourly Wage after 90 days
Jobs 1, Retrainees	Business Skills, Continuous Improvement	30	56	0	0	\$728	\$19.96-\$78.59
Jobs 2 Retrainees	Business. Commercial Skills, Advanced Technology	62	192	0	0	\$3,616	\$19.96-\$37.10
Job 3 Retrainees	Business. Commercial Skills	159	32	0	0	\$416	\$20.06-\$62.64
						<u>Range of Hourly Wages</u>	
						\$19.96-\$62.64	
						<u>Prevalent Hourly Wage</u>	
						\$31.17	
						<u>Average Cost per Trainee</u>	
						\$2,640	
<u>Health Benefit used to meet ETP minimum wage:</u>					<u>Turnover Rate</u>	<u>% of Mgrs & Supervisors to be trained:</u>	
*Medical, dental, and vision health benefits of at least \$1.67 per hour will be applied to the base wage for ten trainees in order to meet the 2003 ETP Minimum Wage of \$19.96 per hour for SET frontline workers					18%	9%	

Radiological Associates of Sacramento
Medical Group, Inc.

Menu Curriculum

Hours

Class/Lab Hours: 32-192

Trainees will receive any of the following:

Advanced Technology

Magnetic Resonance Imaging/Computed Tomography Training (MRI/CT)
Dosimetry Training

Business Skills

Customer Service Training
Document Imaging Training
Compliance Training
New/Upgrade Software Training

Commercial Skills

New Equipment Training
*Radiation Safety (Job Number 3 only)

Continuous Improvement

Basic Principles of a Collaborative Workplace
Communication Skills
Handling Emotions Under Pressure
Teamwork at the Workplace
Moving From Conflict to Collaboration
Navigating Change
Time Management

* Safety training will not exceed 10% of the total job-related Vocational Skills training hours in Job Number 3.